East Prince Health

Annual report 1998-99

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A Message from the Board Chair

Another year has passed and there have been many remarkable achievements by staff, physicians and volunteers throughout all our regional services.

The East Prince Health Board was encouraged to see government renew its commitment to regional Board governance. This essentially means that the community voice will continue to be positioned to oversee the operations of our region's health and social services.

Our Board renewal process will begin with the election of two new members at our 1999 annual meeting. The elections will be followed by appointments of three new members in the following weeks after our annual meeting, bringing our total to nine Board members. We thank those who will leave the Board this year, for their commitment and many contributions over the years.

This past year, our dedicated group of staff, physicians and volunteers have achieved what seems like an impossible task — to somehow find time in their busy schedules to plan a new health facility to replace the Prince County Hospital.

When we look at other areas of achievement throughout the organization, East Prince Health is truly a leader in integrated health care. All our regional sites and services complement each other in the continual flow of care that is essential to achieving wellness among our population.

One example of the many accomplishments of our region is the fact that during the entire past year, the region's waiting list for long term care never exceeded more than four people at any given time. The actual waiting time averaged between one week and a month and these averages made a significant impact on those requiring long term care in the region.

I am pleased to present this report to our community for the years 1998–99. The information included will give a sampling of the many services and contributions of our very special health region.

Respectfully Submitted,
Katherine Kelly
Board Chair

A Message from the CEO

Having just assumed my duties as Chief Executive Officer in June of this year, it is with great respect to our many employees and volunteers that I offer opening remarks to this annual report. Our previous Chief Executive Officer, Peter Ramsay, had worked tirelessly over the years to help create a strong and dedicated team of people who provide the current high quality health services offered throughout the region.

Upon my arrival in this new role, I immediately recognized the very dedicated and hard working employees throughout the region. It was obvious to me that those who work at East Prince Health are very committed to providing the best possible services and care for the public we serve.

What I soon realized was the intensive nature to the planning process associated with new health facility, which continues to involve everyone in the organization beyond their regular call of duty. Staff, physicians, community and government representatives are devoting many extra hours of work to hit planning targets for the beginning of construction in the spring of 2000.

The efforts of our Community Labour Management Partnership Committee flourished throughout the year as leaders from unions and management teamed together to build upon the organization's successes and work toward an improved decision making model. This past year, much energy was devoted to establishing a region wide workplace opinion survey which resulted in many helpful recommendations that we can strive to achieve in the future. Our mutual goal is to ensure that East Prince Health provides the best possible work environment to further enhance our level of employee and client satisfaction.

I have often said that aside from staff's efforts to provide quality health services, those little extras are what makes the difference to a client's experience.

During these times of challenges to both our human and physical resources, staff continue to strive to go that extra mile to provide compassion and that human touch which is so essential to the healing and life process.

I look forward to working with Board members, new and old, staff, physicians and the community to deliver the best possible services and care.

Respectfully submitted,
David Riley
East Prince Health CEO

Our Vision

To provide services that make a difference.

To be catalysts in developing, promoting and enhancing a resourceful, self-reliant community.

To develop a client-focused, empowering and motivating work environment.

To be an integrated focal point of service.

To create sustainability through smart business management.

Our Principles and Values

We want nothing more, nothing less for our clients than what we want for ourselves.

We believe in the community's ability to use its resources to create a bright and optimistic future.

We will never compromise on integrity, advocacy and high ethical standards and we will recognize and honour those who display these values.

We will encourage and reward creativity, teamwork and risk taking in our quest to support the best possible outcomes for the community.

We value our staff and their dreams, as our greatest resource.

We will go the extra mile, seeking continuous improvement and growing together with those we serve.

We believe that partnerships, open and honest communication and grassroots active community participation will keep us focused on the right priorities.

The organization's fundamental purpose:
Contributing to a brighter and healthier future for families, individuals and communities.

East Prince Health Facts . . . at a glance

East Prince Health is one of five regional health authorities on Prince Edward Island —serving the broad health needs of individuals, families and communities.

Over 1000 employees, with assistance from numerous volunteers, provide a wide range of health services to over 40,000 residents who live in the area lying approximately between Ellerslie and Crapaud, Prince Edward Island. Many of the region's services meet some of the health needs of West Prince residents as well.

East Prince Health is an integrated health organization, founded on the principles of community development. The region's communities help in determining strategies to improve and enhance the whole of East Prince.

The organization is governed by a local community Board which is responsible for the planning and delivery of health services. The Board remains committed to providing a broad base of health services to support citizens in their efforts to maintain and improve their level of health and well being. An overriding goal of the region is to achieve an appropriate balance among all components of care — promotive, preventive, curative, rehabilitative and supportive.

The region is currently working closely with the provincial departments of Health and Social Services, Provincial Treasury and Transportation and Public Works to plan and construct a new regional health facility to replace the current Prince County Hospital located in Summerside. The planning process includes a major emphasis on redesigning services to reflect current and future trends in health care. The anticipated completion date of this project is the year 2002.

One way East Prince Health involves the community in the service delivery process is through an ongoing series of focus groups, community meetings and public consultations. Communication is also shared throughout the year via newsletters, newspaper inserts, public announcements, special events and broad community interaction of staff, physicians and volunteer service providers.

The regional Board remains committed to providing high quality services to the public. With this in mind, staff, physicians and volunteers at East Prince Health participated in a comprehensive, all-service accreditation process in 1998 with a focus on quality improvement. All regional sites received full accreditation as a result of the process.

Previous to the 1999 Annual Meeting,
the East Prince Health Board included:

Katherine Kelly – Board Chair – Summerside

Marilyn Sark – Board Vice Chair – Lennox Island
Ron Maynard – Board Member – Port Hill
Angie Cormier – Board Member – Wellington
Maynard Schurman – Board Member – Summerside
Gerald McCarville – Board Member – Kensington

Two new Board members will be elected at the 1999 Annual Meeting. Three Board member appointments will occur in the weeks following the meeting.

An Overview of Services

Long Term/Seniors
Home Care
Housing
Summerset and Wedgewood Manors
Stewart Memorial Hospital
Diagnostic/Therapeutics/
Support Service
Regional Environmental Services
Plant Maintenance
Nutrition Services
Physiotherapy
Electrocardiogram
X-Ray
Laboratory
Occupational Therapy
Pharmacy
Chaplain
Acute Medical
Prince County Hospital
Stewart Memorial Hospital
Child, Youth and Family Services
Social Workers
Speech-Language Pathologists
Pre-natal Nutritionists
Visiting Homemakers
One-on-One Workers
Adoption and Foster Care
Child Protection
Public Health Nursing
Evangeline Community Health Centre
Pediatric Care and Obstetrics —
Mother Baby Care

Income Support Services
Child Care Subsidy Program
Financial Assistance Program
Family Support Program
Employment Enhancement/Job Creation
Mental Health/Addictions
Community Mental Health
Prince County Hospital Psychiatry Unit
Addiction Services
Information Management
Information Systems
Health Records
Materials Management
Regional Finance Office
Admitting/Switchboard
Physician Services
Organizational Development
Development/Education
Labour Relations
Occupational Health and Safety
Development and Community Relations
Quality Management
Regional Benefits
Volunteer Services
Wellness
Human Resource Services

New Health Facility Planning Process

What a year it has been for staff, physicians, volunteers and the community! There have been literally hundreds of people involved in the planning of our new facility to replace the Prince County Hospital. Through a series of numerous planning meetings, a process unfolded which focused planners on ensuring that the true needs of the community will be met in the new facility.

Here are the main facts on the new facility to date

Location:
27 acres off MacEwen Road and Walker Avenue intersection (East of Granville Street near the County Fair Mall).

Size and Scope of Services:
There will be 102 beds with additional capacity for observation beds throughout the

facility for flexibility of care. Many enhanced services will be available in the new facility (see details below). Through smart planning, the public will see an improved use of space such as more wheelchair accessible bathrooms, wider hallways and space for outpatient care and day surgery.

Services:
Clients will benefit from several enhanced services throughout the facility. For example, ambulatory care services, or those services delivered on an outpatient basis will be provided in a convenient, accessible location. Services within ambulatory care include asthma and diabetes education programs, cardiopulmonary testing and treatment, endoscopy, minor surgery, nursing clinics, nutrition counseling and oncology. There will be a dedicated space for restorative care to those patients needing restorative services before going home, thus helping to avoid premature entry to long term care. The new facility will also house a four-bed unit for specialized care of palliative (terminally ill) patients and their families.

An on-site office for a Community Liaison with Home Care and Public Health will provide easy access for patients requiring following up services.

A Health Information Resource Center is being planned for the facility. The center will be a central component within a broader regional wellness strategy. The strategy is intended to generate awareness and increase visibility and accessibility of health promotion and illness prevention information. Individuals and communities will be better equipped to take a more active role in managing their health.

Community and mental health counseling, psychiatric day programs and in-patient care will be co-located in the new facility.

In Obstetrics, there will be an increased number of labor delivery recovery-postpartum suites in the new facility. Pediatrics will be located in close proximity to Obstetrics with special medical day care services and enhanced facilities for parents wishing to remain at the hospital and participate in the care process.

Bed allocation for the new facility includes: Intensive Care – 5; Intermediate Care – 5; Medical – 30; Obstetrics – 9; Palliative Care – 4; Pediatrics – 7; Psychiatry – 12; Restorative Care – 10; and Surgical – 20. This allocation brings the bed numbers to a total of 102. Aside from in-patient beds, there will be additional observation beds and ambulatory care beds throughout the facility to provide flexibility in care procedures.
Health Facility Project Planning phases throughout the year

Throughout the year, several major project planning phases were undertaken by the broad based planning team.

Process Redesign

This phase explored new or current ways of delivering health services for the next millennium, such as what role technology and computerization will play in health service delivery or efficiency. The Redesign phase also looked at such things as digital imaging and electronic client records. Choices made at this point had impacts on design, space and ultimately the cost of the new facility and needed to be decided in order to move into the master planning process.

Master Plan

The Master Plan is basically a refinement of the Role Study. The plan examined the services to be provided, the space required to deliver those services and the relationships between the services. For example, the plan established what services must be located next to each other.

Functional Program

This narrative document is in the final phases of completion at this point. The Functional Program describes, in detail, the size, design, equipment and staffing requirements associated with services in the new facility. This is also the document which will be translated into an architectural design.

The master planning process and functional programming continues to be led by the Project Planning Team in conjunction with health consultants.

Regional Highlights

Ambitious Foundation Activities Support Prince County Hospital Equipment Fund

A dedicated group of volunteers and staff at the Prince County Hospital Foundation, along with the support of numerous organizations, community residents and government helped make the Foundation reach its 1998 campaign goal of $625,000. The overall gift amount for the campaign actually reached $665,225.

The Prince County Hospital continues to seek new equipment for present day needs but is also in need of equipment which can be transferred to the new health facility being planned for the region.

Another important annual Foundation event is the Lights for Life campaign. Over 1000 people turned out to witness the lighting of the Lights for Life at Prince County Hospital this past December. The popular fund-raising event for the Equipment Fund raised $70,000 during 1998. Last year's campaign was dedicated to Charles Linkletter, former president of the Prince County Hospital Foundation, who passed away this year. Mr. Linkletter also served on the East Prince Health Board in recent years as well as a number

of other community organizations.

The "Richard S. Hinton Memorial Home Care Fund," was also established last year and allows $20,000 annually to go towards needed equipment for Home Care to assist residents to remain at home or return home from the hospital when it is the most appropriate and beneficial place to be. The late Mr. Hinton had a life long interest in health care and left this very significant gift in his will to the Prince County Hospital Foundation.

Through the new memorial fund, families, patients and clients are leading a much better quality of life and are experiencing a greater level of independence.

The Stewart Memorial Hospital Foundation

This special foundation in Tyne Valley is also involved in raising funds for Stewart Memorial Hospital equipment costs and coordinates the Foundation's extensive homecare program. Items such as wheelchairs, maxi-mists for allergies and chest problems, crutches and other equipment are available on a loan basis.

A two year project is now complete to replace all 24 manual beds at Stewart Memorial with electric beds for easier movement to various positions. All mattresses have been also been replaced. The beds cost approximately $3500 each to replace. Also, due to the Y2K issue, the facility's electrocardiogram machine was replaced at a cost of $15, 000. Since 1995, the Foundation has purchased equipment at Stewart Memorial totalling $200,000.

Region to Expand Outpatient Addictions Treatment, Counselling and Community Services as part of Provincial Program

This past year Health and Social Services Minister Mildred Dover announced government's plans to further develop community addictions services across the province and construct a new 40-bed provincial inpatient addictions facility.

During the next three years, addictions programs and services in East Prince and other regions will be expanded to increase access to outpatient services and programs for women, youth and problem gamblers. The current inpatient detoxification services offered in the region will be transferred to the new addictions facility.

Construction of the new provincial addictions centre began this past spring at the site of the former provincial orphanage in Mount Herbert. The centre will offer a broad range of inpatient and day programs, including services such as 24-hour access to inpatient detoxification services, women-specific programs and family support programs.

New regional services will include screening and assessment, rehabilitation, relapse

prevention, family, and follow-up programs for men, women, seniors and youth.

Also in East Prince, two new full time adolescent counsellors were dedicated to the Adolescent Addictions Program. This program provides education on use and abuse of chemical substances, with a focus on prevention and treatment.

During the past year, preparations were underway to implement student assistance programs to be offered in the Evangeline junior and senior high schools, Kensington Intermediate and Senior High School and Summerside Intermediate School for the first semester in 1999. The program is planned to be broadened to other schools in the coming years.

East Prince Health announces
New CEO

This past year, David Riley was appointed as the new Chief Executive Officer for the health region. Mr. Riley replaces Peter Ramsay who served as CEO since the region's beginnings in 1994.

Most recently, Mr. Riley was the Deputy Minister of Community Services and Attorney General with the provincial government.

Mr. Riley was born in Kensington and graduated from Kensington High School. He continued his education at the University of New Brunswick, receiving his Bachelor of Arts degree in 1977 and his Bachelor of Laws degree in 1980.

Throughout the 1990's, he was with the Legal Aid Program for the provincial government. He has been active in professional activities including membership with the Prince Edward Island Law Society from 1980 to present and from 1990 to 1995 he represented the Society on the Prince Edward Island Victim Services Advisory Committee.

An active member in his community, Mr. Riley has served on various boards including the United Way, PEI Hockey Association, and the Kensington Area Figure Skating Club. He has lectured at numerous community school programs and coached local basketball.

Partnership 2000, Community Labour Management Project

Partnership 2000 is a two year pilot project at East Prince Health with the goal of establishing a formal partnership among community, labour, and management as the basis for a decision making model within the region.

The Community Labour Management Partnership 2000 Working Committee comprises management and representatives from the four unions employed by East Prince Health. The Unions include: Canadian Union of Public Employees, Local 1779 (CUPE); Prince

Edward Island Nurses' Union, East Prince Locals 1 & 2 (PEINU); Union of Public Sector Employees (UPSE); and the International Union of Operating Engineers, Local 942 (IUOE).

The Community Labour Management Partnership is funded by Labour Canada and is designed to be a precedent setting model for others to undertake.

Throughout the year, the committee has met regularly to begin development of the model. The most ambitious project to date is a foundation laying Workplace Opinion Survey which comprehensively documents staff and physician opinions on matters in the workplace. The group is using the survey data as the basis for an action plan to develop shared decision making and improved work practices in the region. Survey results and an action plan which involved staff were communicated to staff and the community in October and November, 1999.

The action plan recommendations will incorporate the work of the existing committees such as the regional Performance Development Committee and Occupational Health and Safety Committees.

An Increased Emphasis on Wellness

In order to further advance our fundamental purpose of "contributing to a brighter and healthier future for families, individuals and communities," East Prince Health made a commitment to expand its approach to wellness. Illness prevention and wellness promotion are becoming a significant aspect of the flow of services throughout the region. Wellness focuses on living a healthy lifestyle, quality of life and taking personal responsibility for making the decisions that affect your overall health and well being.

A Wellness Planner is now in the process of clarifying a regional vision for wellness and illness prevention that will result in the implementation of wellness initiatives supporting individuals and communities to achieve healthier lifestyles.

The three main areas of concentration are 1) employee wellness 2) population wellness and 3) a healthy community initiative. Input is being sought from a wide variety of sources such as employees, physicians, volunteers and all sectors of the community.

One of the goals of this new wellness approach is to generate awareness and improve the visibility and accessibility of health promotion and illness prevention information. With this effort, people and communities can take a more active role in managing their health status.

As health care providers pay attention to risk factors and share knowledge with people about minimizing their health risks, people will have greater assistance in maintaining and improving their quality of life. Also, as a result, the high medical costs associated with

treatment will be reduced.

Making small adjustments in daily lifestyle can make a lasting and positive difference in personal health and in the health of the community.

Special Activities for Improved Client Care

Discharge Planning

With improved hospital processes, planning for discharge commences upon admission to acute care. Where patients anticipate problems in relation to food or housing, the discharge planner assists in organizing resources and supports to enable the patient to be equipped for a successful and timely return to their home.

Discharge Planning also assists in identifying patients who do not have sufficient financial resources to enable a return to home. In these cases, the discharge planner, in consultation with patient and family, works closely with Independence Through Support to arrange a financial assessment and to explore partnerships with other agencies.

Three Alzheimer Care Giver Workshops held for those providing care to people with cognitive impairments, have been offered to Home Care and Institutional Care workers. This new program was successfully held at Summerset Manor through the Continuing Care and Seniors group. Each workshop was attended by 15–20 participants. The course was again offered to the community in the fall of 1999.

The course consisted of 10 four-hour sessions covering many aspects of caring for the client with dementia, as well as their related family. The team approach to care was reinforced by having staff members from Nursing, Dietary, and Environmental Services learn together.

Alzheimer disease is a growing concern in our community and this course will increase staff awareness and understanding of the disease. The course will help staff deal more effectively with residents and their families as they live with Alzheimers.

The Alzheimer Care Course was developed by the Alzheimers Society of Nova Scotia together with the Mount Saint Vincent's DUET program. It covers a wide range of care issues, including nutrition, environmental issues, promoting independence, recreation and challenging behaviours. The emphasis of the program is on prevention of difficult behaviour patterns whenever possible. I

Health Region Receives National Accreditation Status

In June, 1998, East Prince Health received a national three-year accreditation status following an external review by the Canadian Council On Health Services Accreditation (CCHSA).

The accreditation process was a chance for regional staff, physicians and volunteers to focus on how we are doing things, what is going well and what we need to concentrate on for growth and improvement.

East Prince Health received positive feedback in the areas of teamwork and community partnerships. The region's staff, volunteers and physicians bring clients into the process of decision making through community meetings, focus groups, client satisfaction surveys and day to day input.

The accreditation process was carried out in all health regions across PEI in June of 1998. The voluntary process involved an intensive effort by regional service providers to meet the CCHSA information requirements. The region was encouraged to continue developing health education projects in all service sectors. The region was also recognized for its progress to date in incorporating preventive, promotive, curative, rehabilitative and support services into medical care.

East Prince Health's efforts to integrate health services also received high praise. In recent years, East Prince Health has developed internal systems that link services together to better meet the needs of clients. Examples of integrated care and service include the Independence Through Support Program, the combined Community Mental Health, Addictions, Acute Psychiatry, and the joint Home Care and Housing Services.

Front line staff were praised for their client-centred approach and dedication to continually improving services provided. Throughout the accreditation process, CCHSA noticed the high level of client satisfaction and appreciation of the care and services provided within East Prince. I

Organ donation advances at East Prince Health

Based on community, staff and physician interest in pursuing organ donation procedures in the region, approximately one year ago a committee from East Prince Health first met to discuss the feasibility of establishing organ donation services at Prince County Hospital.

When the committee first looked at the issue, it was felt that it would be appropriate to start with corneas, then move onto other tissues and eventually look at whether or not it would be possible to manage heart-beating donors here.

Establishing corneal retrievals in the region proved to be a big challenge. Prior to this time, if a family notified Prince County Hospital that they wanted to donate the corneas of their deceased loved one, care providers would contact the Queen Elizabeth Hospital in Charlottetown for a follow-up procedure.

The next step was to train some local physicians to carry out the corneal procedure. In January of this year, Dr. Estey, Dr. Walker and Dr. Salamoun were trained by Mary Gatien of the New Brunswick Eye Bank to do a rim excision of the cornea (the entire eye is not removed). Since that time, the region has undertaken four cornea retrievals from three patients and have assessed many others as possible donors.

East Prince Health will consider anyone between the ages of two and 70 although there are some exclusion criteria relating to medical conditions, as well as the condition of the eyes at death.

All the corneas retrieved are sent to the New Brunswick Eye Bank where they are screened and then sent out to various surgeons throughout the maritimes. Receiving a corneal transplant offers sight to someone who has lost it and is an amazing gift. All involved are very proud to play a part in that.

The participating care team has also had the opportunity to participate in a multi-organ retrieval. The potential for donation was recognized by Dr. Schaefer and Dr. Carmody who then contacted the QEII in Halifax. The retrieval team flew here and did the retrieval in our operating rooms at Prince County Hospital.
The Employment Enhancement Program assists individuals receiving financial assistance to become employed. Services include employment counselling, job search assistance, referral to skill development opportunities, and subsidized job placements with employers. During the past year, 170 people gained work experience through job placements organized through this program.

At Child Youth and Family Services, a Safe House was initiated in 1998 as an intense, short term intervention for youth and families in immediate crisis. During a 72-hour "cool down" period, youth enter the community-based Safe House, at which time appropriate community and multi-disciplinary resources are brought together and a plan is put in place to support the family. In 1998, 10 youth used this service, all of whom remained in school during and after the crisis, and nine of whom returned home upon an exit from the Safe House.

Service delivery in long term care emphasizes caring and respectful relationships between residents and their families, and staff. This emphasis is reflected in the trend toward resident choice at the end of life to die in the long term care setting rather than in a hospital. During the past year, 98% of resident deaths occurred in the long term care setting.

Successful Palliative Care Conference hosted by region

This past year, the East Prince Palliative Care Committee held its first educational conference. The successful event, held in Summerside, hosted 178 participants from across the Island. The evaluations showed great interest in the planning of another palliative care conference. Guest presenters included Dr. Ina Cummings and Judy Simpson, Nurse Educator. The role of Palliative Care in the region will expand as plans unfold for the new health facility.

A Focus on Staff and Physicians

East Prince Health supports a family friendly workplace. Elements of this effort include extensive employee benefits packages and inclusion of family in social events. When appropriate, encouragement is given for access to employee support programs such as the Employee Assistance Program.

Regional Wellness Days are annual events for staff and volunteers of East Prince Health. Wellness Days contain a series of workshops and guest speakers related to various aspects of personal wellness and self-care. The June 98 and June 99 Wellness Day events were attended by more than 150 people each year.

The Workplace Harassment policy was adopted and implemented regionally in 1998. The policy is designed to ensure that employees have an harrassment free workplace. Included with the policy is a process to follow if employees feel that they are being harrassed.

Physicians Update

The region is challenged with a shortage of anaesthetists and psychiatrists and recruitment efforts are ongoing.

Dr. David Shephard, Anaesthetist, joined our medical staff in January 1999. Dr. Shephard filled the vacancy created by the departures of Dr. Ruth Pang and Dr. Bev Badcock.

Dr. Richard Malone, Pathologist, from Prince Rupert, British Columbia, joined the medical staff in October 1999 as Chief of Pathology & Laboratory Services.

Physicians at East Prince Health continue to actively sponsor medical residents from several Universities, as well as mentor medical students from Germany who continue to travel here from Germany annually, at their own expense, in an effort to enhance their medical education.

Continuing Medical Education remained a top priority over the past year. A variety of topics were scheduled on a monthly basis. Professional development enables physicians to provide improved quality service to their patients and the public. For example, several physicians have received training in organ retrieval and this procedure is now being performed at Prince County Hospital.
Physicians have also been trained in umbilical cord blood banking which can be used along with bone marrow transplants in the treatment of patients with leukemia, anemia and neuroblastoma. This procedure has also been carried out at Prince County Hospital.

Geriatrician establishes provincial practice at Summerset Manor

Geriatrician, Dr. Howard Zacharias's practice was established in May of 1998 and serves clients across the province.

Typical problems that lead to a referral to the Geriatric Team are progressive memory disorders, complex chronic medical conditions such as stroke, rehabilitation, problems with gait and mobility, Parkinson's Disease and the unique problems encountered with multiple medications. These problems are not a part of normal aging and affect a small subgroup — the frail, elderly segment of the senior's population.

Occupational Health and Safety role strengthened in region

This past year, the region hired a full time Occupational Health and Safety Associate to work with staff at regional sites as well as the regional Occupational Health and Safety committees.

The new role facilitates the planning, implementation and evaluation of Occupational Health and Safety policies and training needs at East Prince Health. Helping employees identify and prevent incidents/accidents is a key priority. Helping injured employees back into the workforce is also a key part of the job.

The overriding goal is to foster a environment that is not only client-focused, safe and productive, but also challenging and rewarding at the same time.

Workplace wellness initiatives will also help employees deal with the many stresses of balancing work and personal lives.
The Zenger Miller Leadership Development course is available to staff of East Prince Health. Components of this program include conflict resolution team building, stress management and communication skills. Since 1994, 118 managers took the course as well as 105 front line employees. Through the Zenger Miller "Working" course, staff have improved their communication, stress management, problem solving and conflict resolution skills. The program was offered several times in recent years and was offered again in the fall of 1999.

A regional Performance Development program was developed throughout the past year. The purpose of the program is to align East Prince Health's human resources with the overall purpose, vision and values of the organization. The program is designed to: ensure that each employee identifies and focuses on the primary responsibilities of his/her job; ensure that employees contribute to continuous quality improvement; foster a climate of continuous learning and career development; and achieve a healthy, progressive workplace through employee awareness and involvement in the guiding principles of East Prince Health.

Volunteers at East Prince Health

Volunteers have traditionally played an important role in many of the services delivered by East Prince Health. Volunteers also contribute to individual and community health. Three hundred and sixty eight volunteers work directly in the East Prince Health Volunteer Services program with staff. Also there are well over 200 volunteers who are part of community programs that regularly offer services as part of day to day activities at East Prince Health. The region is home to the extensive volunteer program which provides community residents the opportunity to become involved with services throughout the region's 14 work sites.

Throughout the year, regular orientation sessions were held approximately every 6-8 weeks to train new volunteers. The region hosted 4 World Youth Exchange volunteers , 3 days per week for 3 months during Sept., Oct., Nov. Of 1998. and during the same monthis in 1999. The exchange students were from Egypt, Jamaica, British Columbia, and Saskatchewan. Working with staff at work sites, 28 job descriptions have been developed for volunteer positions in the region.

Since June '98 our volunteer program has had 74 people apply to become a volunteer with East Prince Health. Twenty -six were students, many looking for experience working in a field they are pursuing. The following chart is an approximate number of volunteers actively working in programs with staff. Volunteers may offer assistance on a periodic basis while others may be involved in daily tasks. I

LOCATION	NUMBER
PCH Lobby Hospitality	30
PCH Oncology Unit	14
PCH Pediatric Floor	5
PCH Psych Floor	3
PCH Pastoral Care	15
Child and Family	15
Summerset Manor	100
Wedgewood Manor	100

Stewart Memorial	60
Addictions	15
Special projects	10
Equipment Pool at Home Care	1

Healthy Independent Islanders

Kitco: East Prince Health, in partnership with Notre Dame Place, developed Kitco, a business which developed, produces and markets first aid kits, the most successful of which is the "Ouch Pouch." Through this program, 3 – 4 individuals with chronic mental illness have gained part-time employment in the production of the Kitco products. While East Prince Health helped in the development of Kitco, this program has evolved into an independent organization with a board of directors and a marketing manager. Kitco products are marketed throughout Canada, and new markets are being explored.

The region is involved with numerous community activities. Examples of activities include numerous community workshops, the World Diabetes Expo, the Showcase trade show where regional programs and services were exhibited and the ongoing efforts to involve the community in the planning of the new health facility.

The Employment Enhancement Program assists individuals receiving financial assistance to become employed. Services include employment counselling, job search assistance, referral to skill development opportunities, and subsidized job placements with employers. During the past year, 170 people gained work experience through job placements organized through this program.

East Prince Health provides a variety of opportunities for youth to gain work experience. Between January and September 1999, there were nine on the job training placements and 33 summer student placements.

Respite Care is available to families for up to 30 days per year and is intended to support home based care givers so that patients can remain at home as long as possible, when home is the most appropriate place to be. Wedgewood and Summerset Manors have one respite bed available each. Stewart Memorial Hospital has seven floating beds available for convalescent care, palliative care and respite care.

Evangeline Community Health Centre — In 1998, 23 participants attended a hypnosis smoking cessation program, of which nine were not smoking after one year. In 1999, there were 43 participants. Through the centre, partnerships have been created at the federal, provincial, regional and community level thereby creating great teamwork which supports the health of residents in the Evangeline region and beyond. Specifically, the Evangeline Community Health Centre, during the previous year, has organized 15 special events or activities involving 33 local organizations, 24 provincial government employees

and six federal employees.

A 13-week Independent Living Program, to prepare children in care or on the long term case load to live on their own, was piloted in 1998. A total of 12 children learned essential independent living skills including: cleaning, cooking, budgeting, apartment searching, problem solving, self-assessment, and coping skills.

Public Health Nursing provides clients with teaching on self-esteem, family and child development issues.

"Spotlight on Healthy Aging," was an 8-session series which focused on different aspects of the aging process. The sessions were held at the Summerside Community School in the winter of 1999 and involved 12 – 15 participants per session.

The planning process began for an Asthma Education Program. This effort involves development of partnerships between the East and West Prince Health regions, the community, people with asthma and their care givers, private business and various levels of government.

Investment in Youth is a summer work experience program for children in care and for youth whose parents have been on a long term financial assistance program. This program operates as a partnership between East Prince Health, the East Prince Youth Development Centre, and the City of Summerside. Since its start, 45 people have successfully completed the program.

Prenatal classes are available at Public Health to all expectant parents. Infant care, nutrition and breast feeding are among the topics covered. A total of 137 people attended 10 prenatal classes during the past year. Between April 1998 – March 1999, 145 expectant mothers completed the prenatal nursing assessment. Of these, 19 were referred to prenatal nutrition services.

The Child and Family Services — Nutrition Program involves Nutritionists providing nutrition counselling to high-risk pregnant women. Infant nutrition is a priority with emphasis on supporting breast feeding. Between April 1998 and March 1999, 82 women with high risk pregnancies received prenatal counselling. Of these, 43 (52.4%) breast fed at discharge from hospital and 33.3% breast fed for three months or longer. On P.E.I., the average rate for breast feeding upon hospital discharge in 1996 was 57% for the general population. In East Prince, this rate was 53.7%.

Public Health: Four year appraisal. The four year appraisal program assesses the physical, social and emotional development of four year old children. The assessment assists parents in the further investigation /intervention of possible areas of developmental delay. It is also intended to reassure parents about their parenting skills. During the period of October 1998 to January 1999, 98.4% of parents brought their children in to attend the four year appraisal program.

Between April 1998 to March 1999, 355 children were assessed. Of these, 38 were referred to other health services (i.e. speech-language pathology, occupational therapy, audiology, family physician, optometry, or to public health nursing for the diagnostic screening for children).

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Home Care and Housing enables use of supports through user fee systems based on client income levels. The equipment loan service is available to all, without fee, based on particular medical needs. Home Care providers assist persons with health related problems to maintain their independence by continuing to live comfortably in their homes and to avoid premature stays in senior's manors or other long term care facilities. Housing provides those in need with affordable accommodation supports, and rents are adjusted according to income levels.

Patient education plays a key role within acute care. Patient education programs include the pediatric asthma education and the cardiac rehabilitation program.
Individuals receiving Diagnostic and Therapeutic Services through outpatient care receive teaching as a formal element of these services. Thus, respiratory therapists, occupational therapists, physiotherapists, pharmacists, electrocardiogram stress technicians and the hospital chaplain all provide an element of public education within their roles. Teachings include: respiratory, cardiac, and stress testing, as well as counselling through the chaplaincy service (ie. in relation to grief and loss). Through these teachings, patients and families gain a skill base to problem solve.

Young Mom's Program: Two ten week programs are offered each year for young mothers. Eight to ten moms participate in each session. The program offers training and information about the community to prepare moms for other programs, resources, and opportunities. Baby-sitting is also offered as part of the program.

Family Focus Program: Thirty five families completed service from April 1, 1998 to March 31, 1999. Nineteen of these families consisted of single parents, separated parents or blended families. Six families noted Attention Deficit Disorder as a concern. In addition, 39 participants were involved in five groups during this time period.

At Child, Youth and Family Services, Child Protection works with the parents of children at risk to strengthen their ability to provide a safe, nurturing environment for the child. Services include risk assessment, case management, counselling, and other resources such as home maker services, one on one counselling, foster care and adoption. Between April 1998 and March 1999, there was between 34 and 46 children in care each month.

Long Term Care: The Chapman Centre, based at Summerset Manor, offers social and

therapeutic services to seniors three days a week.

Community Connections — throughout the year, groundwork was laid for a renewed funding agreement between the region and Community Connections, an organization devoted to providing programs for the intellectually challenged . The agreement provides Community Connections with long term funding to plan for operations.

Condensed Balance Sheet
For the Year Ended March 31, 1999

Assets	
Current Assets	$6,196,799
Investments	200,000
	$6,396,799
Liabilities	
Current Liabilities	$5,657,169
Long Term Debt	167,475
	$5,824,644
Equity — Appropriated Fund	572,155
	$6,396,799

Statement of Revenue and Expenditure
For the Year Ended March 31, 1999

Revenue	
Grants Health and Social Services	$44,421,017
Fees, Donations and Special Projects	2,387,041
	$ 46,808,058
Expenditures	
Acute Care	$ 21,596,600
Long Term Care	8,230,255
Mental Health	455,937
Child and Family Services	10,657,737
Job Creation Program	357,002
Housing Services	1,131,117
Home Care	1,150,222
Addiction Services	1,379,191
Facility Planning	184,609
Public Health Nursing	620,663
Community Development	1,034,266
Interest on Long Term Debt	10,489
Total	$ 46,808,058